

Infrastructure in Focus:

A Special Look at Organizations Serving Community Philanthropy



Introduction

About WINGS

The Worldwide Initiatives for Grantmaker Support (WINGS) is a network of over 150 philanthropy associations and support organizations in more than 50 countries around the world. Together WINGS members and network participants represent over 22,000 philanthropic entities from all regions, mobilizing close to US \$140 million. WINGS strengthens, promotes and provides leadership on the development of philanthropy and social investment around the world. WINGS gives voice to the many cultures of giving and provides its members and network participants with information, knowledge, and peer exchange. Our vision is of a strong global philanthropic community that strives to build more equitable and just societies around the world.



Acknowledgments

This report was made possible by our members and network participants who provided us with information, especially the 34 of them that completed our most recent 2014 survey and allowed us to compare the services provided by infrastructure organizations and the needs of community philanthropy organizations.

We would like to thank the advisory group that assisted us in shaping and revising the report. Finally, we are grateful for the support of our funders and supporters, in particular the Charles Stewart Mott Foundation that made this report possible.

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This report is in compliance with the Global Philanthropy Data Charter. For more information visit: www.philanthropydata.wingsweb.org.



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Foreword

The best way to predict new growth in community foundations between 2008 and 2010 is the number of infrastructure organizations serving and promoting community philanthropy in a country in 2003. This finding from WINGS Global Status Report on Community Foundations 2010 highlights the importance of infrastructure organizations, but also the need for a deeper look into their work and relationship with community philanthropy organizations. *Infrastructure in Focus: A Special Look at Organizations Serving Community Philanthropy*, provides a picture of infrastructure organizations, who they are and what they do, and shares perspectives on how they can help and support community philanthropy.

Considering the importance and anecdotal growth of organizations that support the development of community philanthropy around the world, and a demand by members to address infrastructure issues, WINGS made an initial effort to examine their role in a 2012 report on why support matters. The present report takes forward the work initiated in 2012, applying a theoretical framework – developed there and in WINGS 2014 report on philanthropy infrastructure – to empirical data on the field. By doing so, the report was able to evaluate and assess perceptions of community foundations on the work of community philanthropy infrastructure organizations.

For this report, real stories of where community philanthropy support has actually made a difference to the field were used, and data was collected in a universe of 61 WINGS members and network participants supporting community philanthropy – representing over one thousand community foundations worldwide. The report also builds on the series of the WINGS Global Status Reports, which have tracked the growth and development of community foundations worldwide since 2000, creating a unique body of knowledge on the sector.

Another important source of information was the survey conducted for the Community Foundation Atlas, an initiative that brought together a group of organizations, including WINGS, to map community foundations globally. The Atlas is one of the initiatives celebrating a milestone to the field, the centennial of the Cleveland Foundation, and has collected data in an impressive scale. This report therefore complements the efforts being carried out to build a comprehensive picture of community philanthropy worldwide – WINGS is well-positioned to fill an important gap in the information by contemplating community philanthropy infrastructure.

Finally, we would like to recognize the work of Ana Pinho, WINGS Knowledge Management Coordinator who oversaw the production of the report, and Barry Knight, who brought his knowledge about community philanthropy, as well as data analysis and writing, to the project.

We hope this report will help community philanthropy infrastructure organizations improve the services they provide based on the perceptions of community philanthropy organizations; get to know their peers and find possibilities for collaboration; and advocate to funders about the value of community philanthropy and give practical examples of how support organizations can help to develop it. It provides a framework they can use to evaluate and analyze their work and next steps toward what we believe is a bright future for community philanthropy.

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Preface

This report seeks to increase our understanding of community philanthropy infrastructure organizations, including areas where their practice and our knowledge about them could improve.

We intend this report for several audiences: community philanthropy infrastructure organizations themselves, which can gain insights about their role, peers and impact in the context of the wider field; funders interested in community philanthropy and prospective supporters of infrastructure development (including foundations, development agencies and governments); consultants and academics interested in studying these infrastructure organizations as a field; and finally community philanthropy organizations that benefit from a strengthened infrastructure.

We also recommend next steps for WINGS members and network participants to consider at the very end of this report.

How We See Community Philanthropy's Infrastructure

Community philanthropy shows great promise for strengthening communities throughout the world. The number of new philanthropy organizations taking this community-based approach – basically one that engages multiple community constituencies and garners resources for the community's well being – is growing. And emerging evidence exists that these organizations play a vital role in promoting sustainable development internationally, with the potential to leverage the even more sizeable financial investments made by other foundations, development aid, and governments.

We have seen firsthand the value of community philanthropy and believe it represents a philanthropic sub-sector that could benefit from dedicated nurturing. This report focuses on community philanthropy's infrastructure: the constellation of organizations that foster this important form of philanthropy. Here we present the latest data on WINGS' members and network participants that serve community philanthropy, and we share how community philanthropy organizations view their support. We provide some preliminary evidence of the impact of these infrastructure organizations. And we recommend next steps for how we can make these organizations more effective in service of community philanthropy around the world.

This report uses the framework of analysis developed in WINGS' 2014 report *Infrastructure in Focus: A Global Picture of Organizations Serving Philanthropy*.¹

Studying community philanthropy's infrastructure

This report seeks to strengthen understanding of and support for the infrastructure serving community philanthropy.

An advisory group (listed in Annex A) helped to shape and revise it, and data collection and analysis used the following sources:

- the Community Foundation Atlas, a new, comprehensive online source of data
- a 2014 WINGS survey, to which 34 (listed in Annex B) of the 61 WINGS members and network participants serving community philanthropy responded
- other 2013 and 2014 surveys of WINGS members and network participants
- Support Matters – a 2012 WINGS special study of the infrastructure supporting community philanthropy.
- a series of WINGS Global Status Reports that tracked the growth and development of community foundations worldwide between 2000 and 2010.
- other studies and sources on community philanthropy's infrastructure

For future publications, we will continue to engage WINGS members and network participants in efforts to enrich data and raise the profile of community philanthropy globally.

1. The Community Foundation Atlas is a collaboration involving the Cleveland Foundation, the Foundation Center, the Centre for Research and Innovation in Social Policy and Practice, the Global Fund for Community Foundations and WINGS. The Atlas has mapped and surveyed community foundations worldwide, generating an online platform from the information collected. Surveys include questions asking community foundations to describe their needs and to evaluate their experiences with support organizations.

Why community philanthropy needs infrastructure

There are many reasons we can think of for why infrastructure brings value to community philanthropy. But here is a highly compelling one: the 2010 WINGS Global Status Report on Community Foundations found that *the best predictor of new growth in community foundations between 2008 and 2010 is the number of infrastructure organizations serving and promoting community foundations in the country in 2003.*²

To substantiate this finding, WINGS repeated this analysis, looking at community foundation growth between 2010 and 2013. We found very similar results in this period too. *Those countries with infrastructure organization support saw the development of three times as many new community foundations as those without an infrastructure organization.* The comparison between those countries with a dedicated infrastructure organization was even more dramatic. *In those countries with a dedicated community philanthropy support organization, the average growth from 2010 to 2013 was about 9 new community foundations compared with less than one in countries where no supporting infrastructure organization was present.*

While these preliminary findings are notable, the value infrastructure organizations bring extends far beyond their effect on the growth of new community philanthropy. They facilitate peer learning among community philanthropy organizations, creating opportunities for emerging and more fully developed to share and learn from one another. They serve as advocates and intermediaries for grantmaking resources: sometimes in the form of seed grants and at other times for cohorts of community foundations working together on common program issues or capacity building strategies, such as the development of endowments. And they have been community philanthropy movement builders. Says community foundation consultant Dorothy “Dottie” Reynolds, former Community Foundation of Greater Flint CEO, in a monograph on community foundations for the Charles Stewart Mott Foundation: “these organizations have enabled community foundations to develop more quickly and become more focused in their grantmaking sooner than they would have on their own.”³

In a world where infrastructure support is typically invisible, this analysis provides some preliminary evidence of the effectiveness of these organizations. Although we need to delve more deeply into the data and look at the stories behind what infrastructure organizations do – some of which we do here and recommend as future action – all evidence suggests that investing in the infrastructure is one of the best ways to ensure continued growth of community philanthropy worldwide.

Definitions and nomenclature

So that the use of terms is consistent, for the purposes of this report:

- ‘Philanthropy’ is defined as the use of private resources for public benefit.
- A ‘community philanthropy organization’ can be broadly described as an independent, non-governmental organization designed to gather, manage, and redistribute financial and other resources useful for the community’s well being, and to do so in ways that engage the community. Community philanthropy organizations include, but are not limited to community foundations (they can include other forms of local philanthropy, such as giving circles).
- A ‘community foundation’ is an independent, nonprofit, philanthropic organization generally working in a specific geographic area which, over time, builds a collection of endowed funds from many donors in the community.
- A ‘community philanthropy infrastructure organization’ is an organization serving community philanthropy. These organizations typically represent one of 3 types: ‘membership organizations’ (includes ‘associations’ of donors and grantmakers); ‘support organizations’ (have professional staff that deliver services to a range of philanthropies); and ‘networks’ (rely heavily on peer-to-peer exchange and learning and do not necessarily have formal membership structures or professional staff to service them).

2. This study specifically examined community foundation growth in countries between 2008 and 2010 and then looked at the number of infrastructure organizations in those same countries in 2003. For more information, go to http://wings-community-foundation-report.com/gsr_2010/gsr_theme_facts/explaining-growth.cfm

3. The Balancing Act: *The Role of a Community Foundation as a Grantmaker*. The Charles Stewart Mott Foundation. August 2008; p. 3

Why support community philanthropy

While this report focuses on the infrastructure that serves community philanthropy, this section offers some additional background information on community philanthropy itself.⁴

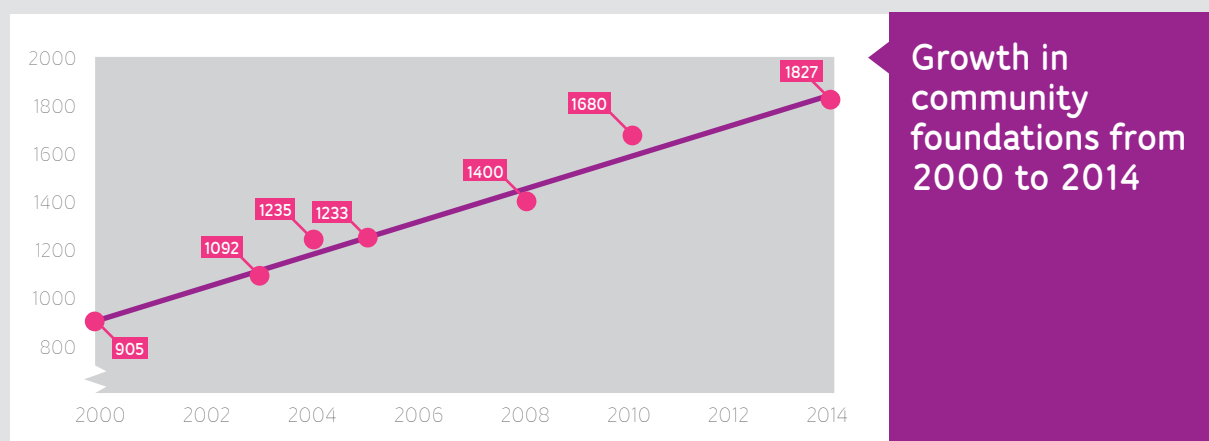
In recent years grassroots institutions of community philanthropy around the world have advanced rapidly. Their approach is inherently ground up: they see the development of local assets – financial and otherwise – as deeply connected to building capacity and trust for addressing community needs and priorities.⁵

Community foundations remain the primary form of community philanthropy. From the first community foundation founded in 1914 in the United States, now over 1,800 community foundations exist in more than 50 countries and on every continent, Antarctica notwithstanding.⁶

Although the field of organized community philanthropy is still quite small and scattered, there is increasing recognition that enhancing local ownership and local accountability leads to stronger communities. Some even suggest widening the scope of international development aid to build on what local people already contribute to their communities, and see community philanthropy playing a role to make that happen.⁷

Because community philanthropy works from within communities, it can help ensure a sustained focus on certain issues and challenges communities face, which is a recurring problem for many donors and aid agencies. “It’s a challenge for outside funders investing a lot of money to expect programs to be sustained,” notes Shannon Lawder, Civil Society Program Director at the C.S. Mott Foundation. “From our experience, the work does continue when you’ve supported community philanthropy. It works.”⁸

More and more evidence suggests that because community philanthropy organizations represent locally owned and accountable community change vehicles, they can play a role in sustaining development efforts, including those funded by other foundations, development agencies and governments. Moreover, the field is growing.⁹



Most of what we know about community philanthropy is based on data collection on community foundations, which represent by far the largest segment of community philanthropy.¹⁰ Between 2000 and 2014, the number of community foundations worldwide

4. This section briefly summarizes findings from a number of existing sources, particularly *The Case for Community Philanthropy: How the Practice Builds Local Assets, Capacity, and Trust – and Why It Matters*, published by the Charles Stewart Mott Foundation in 2013.

5. *The Case for Community Philanthropy: How the Practice Builds Local Assets, Capacity, and Trust – and Why It Matters*. See abstract at <http://www.globalfundcommunityfoundations.org/information/the-case-for-community-philanthropy-how-the-practice-builds.html>

6. *Community Foundation Atlas 2014*

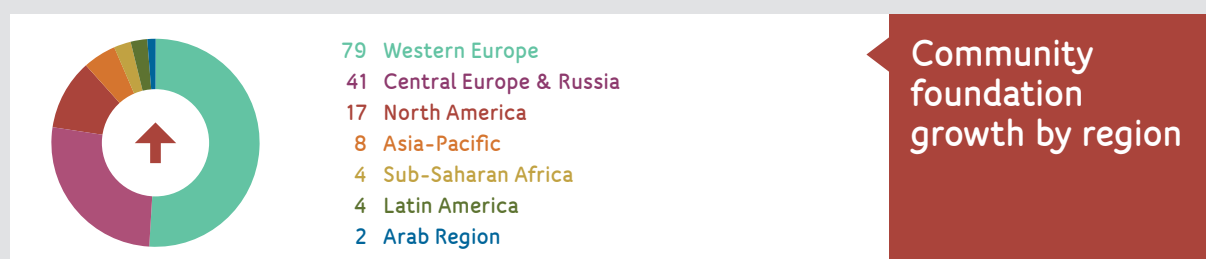
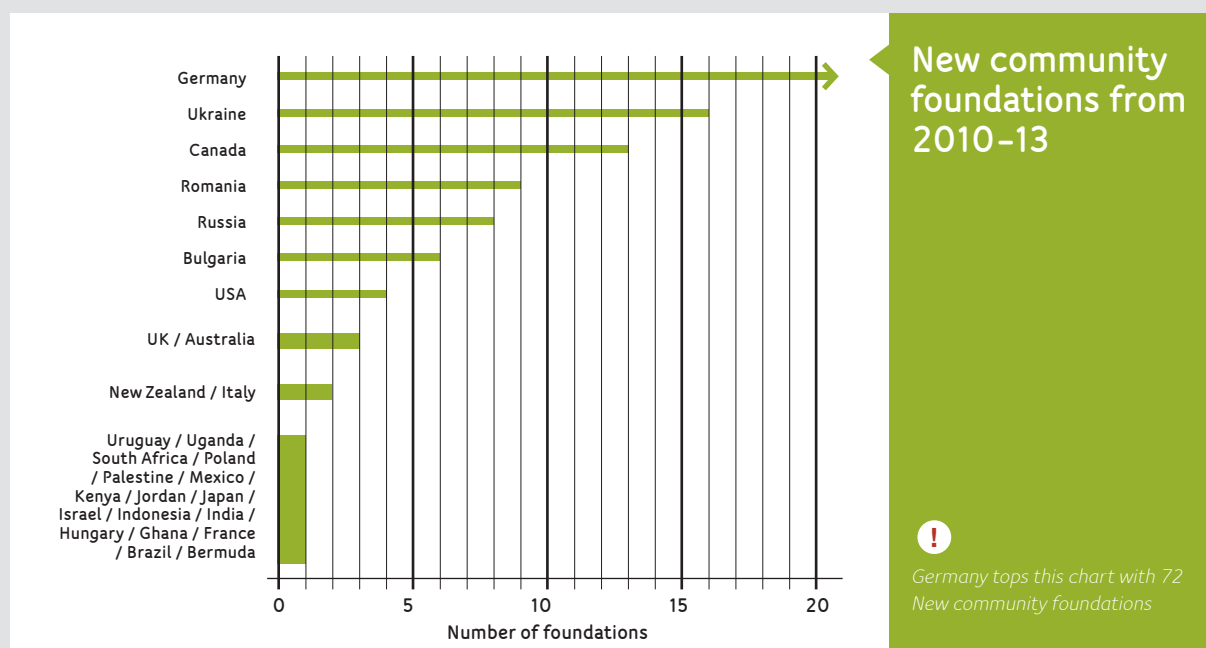
7. *The Case for Community Philanthropy: How the Practice Builds Local Assets, Capacity, and Trust – and Why It Matters*. P. 7

8. Ibid.

9. Sources: *WINGS Global Status Reports 2000 to 2010* and the *Community Foundation Atlas 2014*

more than doubled, from about 900 to more than 1,800 (of which over 1,100 are represented by the WINGS network). The trend is uniformly upwards, with on average, 67 new community foundations being added each and every year since 2000.¹¹

Growth since 2010, which was the last occasion when there was an attempt to count community foundations across the world, has been fastest in Europe – with Germany (72 new organizations) and the Ukraine (16) leading the way. If Germany is taken out of the equation, Central Europe and Russia has the largest growth, with 41 organizations. The fact that there were new community foundations in every region attests the adaptability of the model to many different cultures.¹²



Despite this evidence of growth among community foundations, we know this field is far from well-established. Few of these new community philanthropy organizations command significant financial resources. Even though the earliest community foundation in the United States was formed 100 years ago, community foundations and other community philanthropy organizations are not well-understood among wider society and have not achieved widespread support among donors. More needs to be done to develop the potential of this emerging field and the infrastructure that helps to promote it, so that community philanthropy is not overlooked as an important ingredient to international development and social change efforts worldwide.¹³

10. Due to community philanthropy's diversity, surveys may not capture organizations in various parts of the globe that would qualify as community foundations but do not define themselves as such. Efforts in the future, supported by an infrastructure for community foundations, can aim at reaching out to those community philanthropy organizations to capture the diversity of experiences in this field.

11. Ibid.

12. Ibid

13. Jenny Hodgson (2013), State of Civil Society 2013 report, Civicus (Ch., 24, p.237)

Drawing a Picture of Community Philanthropy Support Organizations

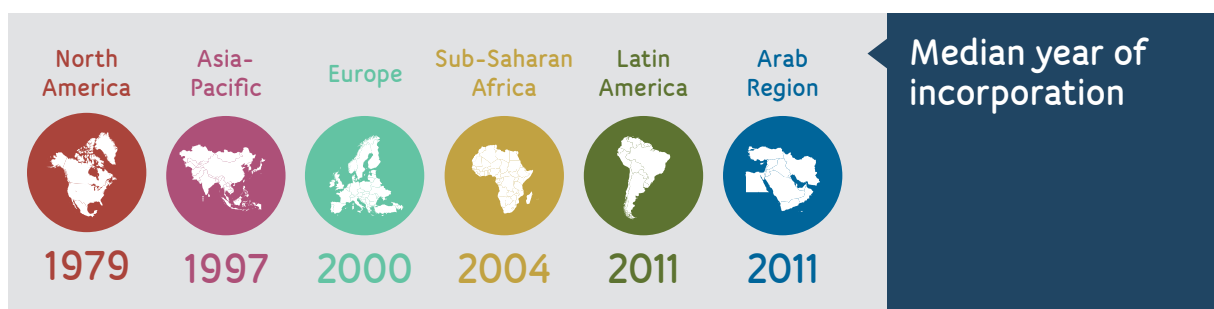
The WINGS network includes 151 members and network participants at the time of this report. This section describes key characteristics reported about the 61 that support community philanthropy: 14 of which specialize in community foundation development, and the remaining 47 which support philanthropy more broadly, with community philanthropy as a subset of those they serve.¹⁴

History of how community philanthropy's infrastructure emerged and current facts

While the founding dates of infrastructure organizations serving community philanthropy span eight decades, the vast majority of these organizations have formed since 1990, with a peak in the 2000s. Since 1990, 41 community philanthropy infrastructure organizations were formed, more than double the amount formed in the four decades prior.

Despite community philanthropy's infrastructure being formed nearly two decades after the creation of the first ever philanthropy infrastructure organization (which was formed in 1924), several trends for this subset mirror those of philanthropy's infrastructure as a whole. These trends include:

- community philanthropy's infrastructure first took root in Europe and North America from 1940 to 1989, with the creation of the first organizations
- the infrastructure then rapidly expanded in different regions in the 1990s and early 2000s, particularly in Central Europe and Russia
- global expansion has slowed since the mid- to late 2000s, with no new infrastructure organizations created in Western Europe or North American since 2005, and some slowdown in expansion in Central Europe and Russia
- regional growth has continued since 2010, particularly in Latin America and the Arab Region (5 out of the 6 organizations created since 2010 are in these regions).



For the 14 organizations specializing in community foundation development, 12 were created after 2000, and 8 were created after 2005 (4 in Central Europe, 1 in Asia-Pacific, 2 in Latin America, and 1 in Sub-Saharan Africa).

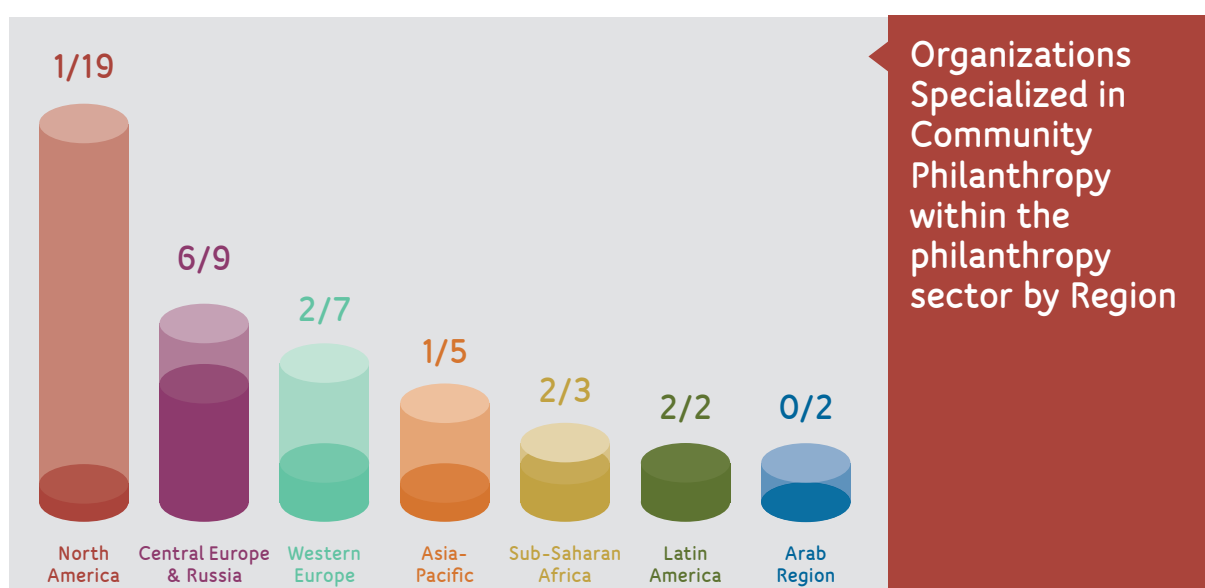
¹⁴. While we pulled data from a number of sources, our primary sources for data in this section are WINGS members surveys from 2013/14, and a 2014 WINGS community philanthropy survey, to which 34 organizations responded. That means data is missing in some places, based on what organizations self-reported and what data was publicly available. Some organizations did not answer all survey questions, therefore some graphs may not add up to the total.



Location and geographic focus

Today, community philanthropy infrastructure organizations are located in 26 countries. About one third of the infrastructure organizations serving community philanthropy are located in North America and almost one quarter are in Central Europe and Russia. While 19 of the total 61 community philanthropy supporting infrastructure organizations are based in the United States, Germany, India, Russia, Slovak Republic and South Africa, each have 3.

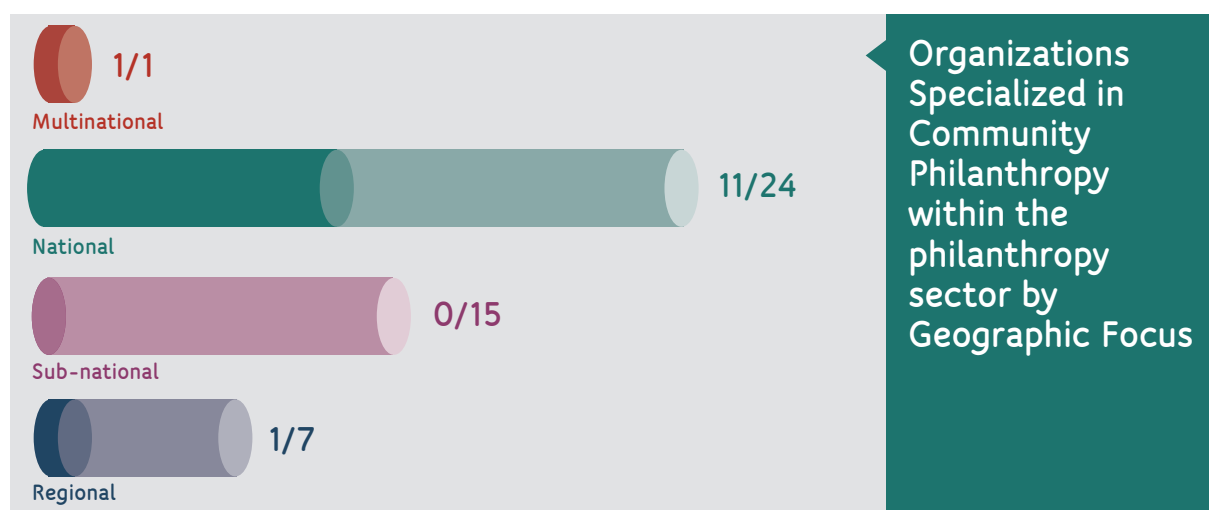
Separating the 14 infrastructure organizations that specialize in community philanthropy reveals some interesting data. While the majority – 65 per cent of general philanthropy infrastructure organizations that also serve community philanthropy are located in North America and Western Europe, only 22 per cent of the 14 infrastructure organizations that specialize in community philanthropy are located in those regions. Six of these 14 are located in Central Europe and Russia.



In terms of geographic focus, 14 countries have dedicated infrastructure organizations supporting community foundations: Brazil, Bulgaria, Canada, Germany, Kenya, Latvia, Mexico, Poland, Romania, Russia, Singapore, Slovakia, South Africa and the United Kingdom. The Global Fund for Community Foundations, based in Johannesburg, supports individual community foundations and other local grantmakers and their

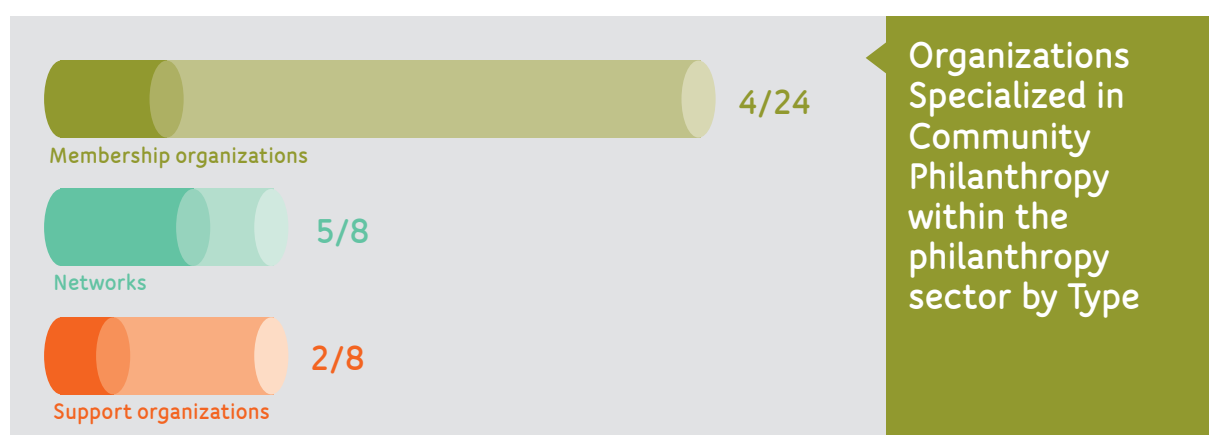
networks around the world, with a particular focus on the global south and the emerging economies of Central and Eastern Europe. The Ibero-American Network is a recent initiative started in 2013 and is currently based in Brazil. The network aims to serve communities in the entire region and currently has members in five countries (Portugal, Spain, Uruguay, Brazil and México).

Most organizations supporting community philanthropy operate at a national level, and the minority covers more than one country. This follows a similar pattern for WINGS membership and network participants in general (beyond those serving community philanthropy). Separating out the 14 specializing in community philanthropy shows that almost all of them focus nationally; whereas the focus for the remaining 47 organizations is somewhat more geographically split sub-nationally, regionally, and nationally.



Types of organizations and areas of mission focus

Like other WINGS members and network participants, those supporting community philanthropy may be classified into three basic types: membership organizations, support organizations, and networks. Whereas networks make up only a bit over 2 per cent of WINGS members in general, 26 per cent of community philanthropy support organizations are networks, including almost half of those serving exclusively community philanthropy organizations. The concept of network based on peer-to-peer services, which emerged in our Infrastructure in Focus report, appears to be growing strong as an organizational structure, especially among those 14 organizations specializing in community philanthropy, where the networks versus membership organizational model dominates.



The promotion of philanthropy and social change is the common thread linking the missions of all the WINGS infrastructure organizations supporting philanthropy. A mission analysis uncovered that organizations serving exclusively community philanthropy tend to also emphasize other factors that can correlate to a sector in development. These include: promoting the concept of community philanthropy; capacity building; resource mobilization; and partnerships with other sectors.

Staff and volunteers

According to WINGS members and network participants, paid staff size for community philanthropy infrastructure organizations varies greatly. The smallest organization had one staff member and the largest 70. The median size for a community philanthropy infrastructure organization is 6.5 staff. Among the 14 infrastructure organizations focused on community philanthropy, most organizations that have more than 10 staff members are located in Western Europe. Among the 47 organizations, almost 70 percent of those that have more than 10 staff are located in either Central Europe and Russia (7) or the United States (4).

Few community philanthropy infrastructure organizations use volunteers. Only 16 community philanthropy organizations reported that they use volunteers. The maximum number of volunteers used by any single organization was 11, with most using less than 3.

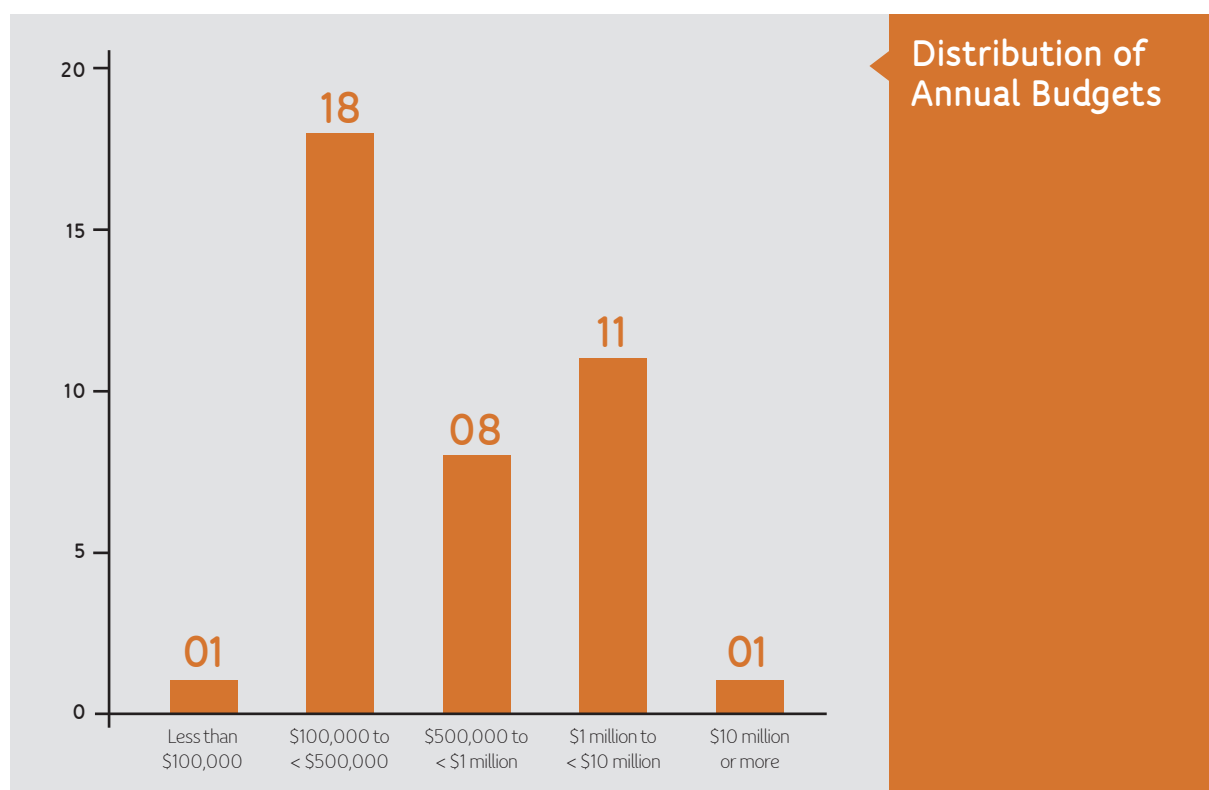
Boards

Board size across community philanthropy infrastructure organizations shows less variability than staff size, although board size ranges between 2 and 40. The median size of board was 13.5. There tends to be more staff than board members, although boards are larger for 25 of the 61 organizations reporting data. Board members receive no compensation for service.

Finances

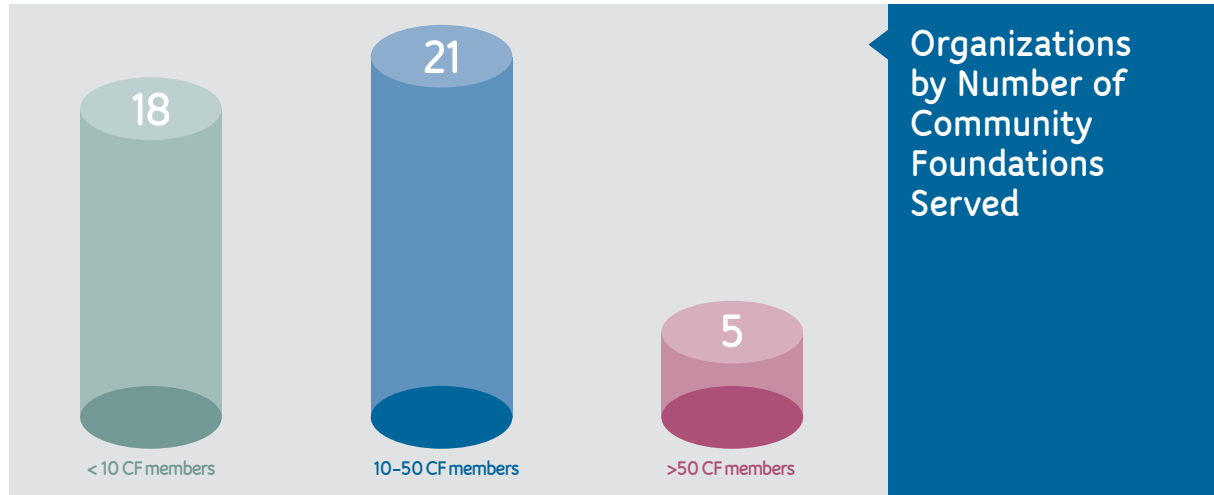
Turning to finance, budgets range widely, from \$37,000 to \$18 million, with the median being \$523,000. Only 15 of the 61 infrastructure organizations reported that they conduct external audits of their finances, perhaps signaling an area of capacity and accountability they must address.

Budget size was closely correlated with age of organization. As might be expected, the organizations with the largest budgets were in North America, followed by Western Europe and then Central and Eastern Europe and Russia. Budget size for these organizations is similar to philanthropy's infrastructure overall, with most organizations having budgets that are either \$100,000 to under \$500,000 or \$1 million to under \$10 million.



Members

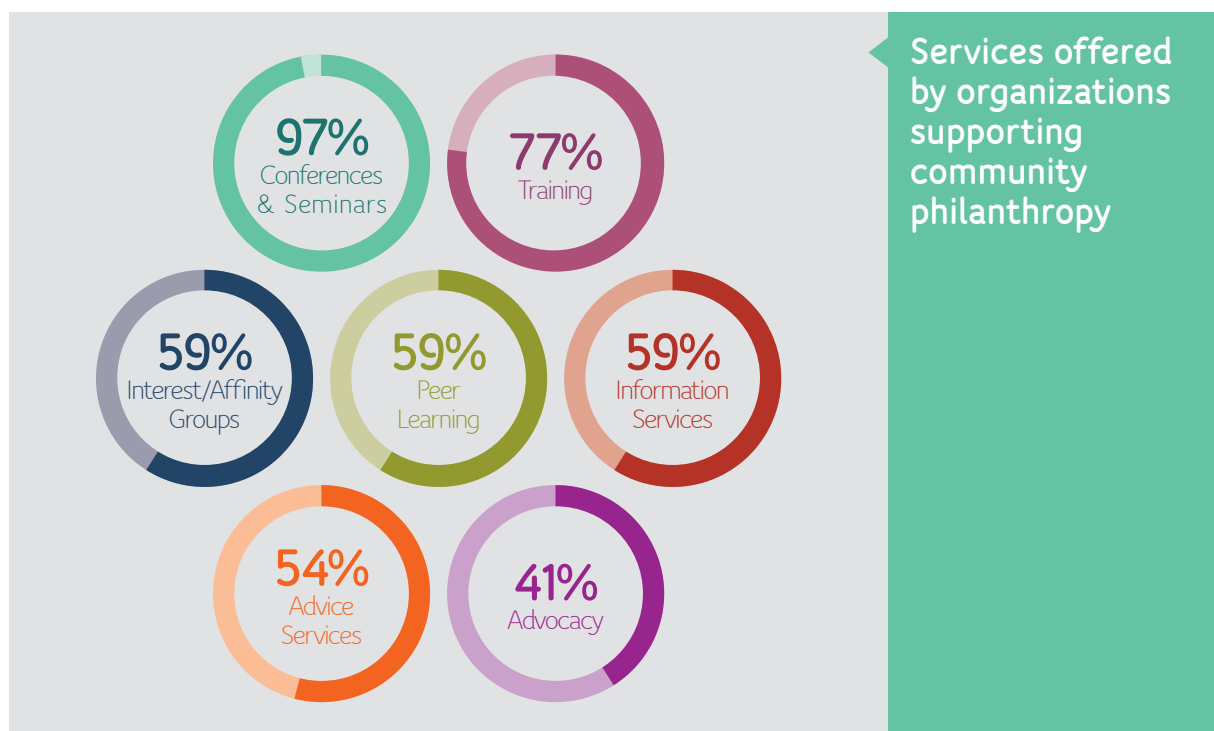
WINGS members and network participants represent 1011 unique community foundations worldwide. The number of community foundation members served varied considerably, with a median of 13. Community foundation membership tends to be quite small among WINGS members and network participants – all but five serve under 50 community foundations.



Neither date of incorporation nor geographic focus appears telling of membership size. Some of the youngest members appear to have among the fastest growing memberships: for example, Comunalía in Mexico and the Ibero-American Network of Community Foundations in Brazil, both founded in 2012, already represent a combined total of almost 50 community foundations.

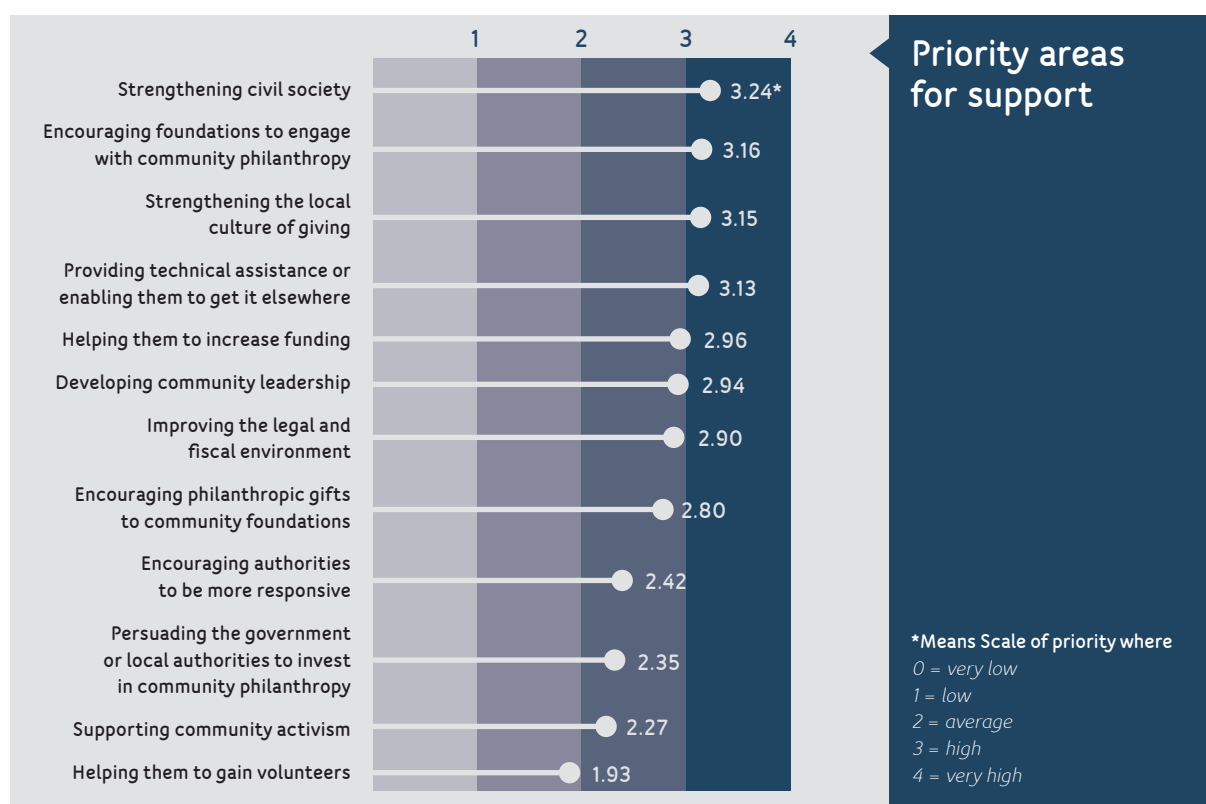
Services

In a 2014 WINGS survey we asked infrastructure organizations supporting community philanthropy about seven services in particular. About 50 per cent said they offer 3 or more of the seven services. Mirroring trends for philanthropy's infrastructure overall, almost all offer conferences and seminars, and 41 per cent engage in advocacy.



Priorities

In the same WINGS 2014 survey, we asked these infrastructure organizations to rate their support to community philanthropy in 12 priority areas. The chart below measures the relative importance of each priority to the respondents as a whole.¹⁵



We can see that four priorities are considered 'high' across community philanthropy's infrastructure. These include 'strengthening civil society', 'encouraging foundations to engage with community philanthropy', 'strengthening the local culture of giving' and 'providing technical assistance or enabling community foundations to obtain it elsewhere'.

To further substantiate the value of the infrastructure taking on these priorities, we added a question to a 2014 Community Foundation Atlas survey, asking community foundations if they need support in these 12 priorities areas to grow and strengthen their work. What we found was a match: community foundations reported great need for support in the same priority areas that the infrastructure identified. Overall, the stand-out priority areas reported were support to help them increase their funding, and to strengthen the local culture of giving. Other responses showed some variation between regions. For example, in Central and Eastern Europe and Russia, a better legal and fiscal environment, more volunteers, a stronger civil society, and more responsive authorities were reported as needed for development. Community foundations in Latin America and the Caribbean hoped for a better legal and fiscal environment, technical assistance, a stronger civil society, and more responsive authorities. In the Asia/Pacific region, there was a need for more volunteers, technical assistance, a stronger civil society, and more responsive authorities. In Africa, it was more volunteers, technical assistance, and more responsive authorities. In both Oceania and Western Europe, the priority was for a better culture of giving. This variation suggests that, to be responsive to the field, infrastructure organizations' need to vary their approach from place to place.

¹⁵. Standard deviation analysis was also conducted to measure the extent to which the organizations agreed about the level of mean priority.

How Community Philanthropy Views its Infrastructure

In this section, we turn to how community philanthropy organizations view the support that they receive. A 2014 Community Foundation Atlas survey, which WINGS helped to design, had questions asking community foundations to describe their development needs and evaluate their experiences with support organizations, and served as our primary source.

The findings shared below focus only on the views of those community philanthropy organizations that have access to infrastructure organizations. Unfortunately, many community foundations have no access to a support organization. For example, the 2014 Community Foundation Atlas survey showed that of the 363 respondents, 16.5 per cent had no access to a national association of grantmakers, 24.9 per cent had no access to a regional association, and 43.2 per cent had no access to the Global Fund for Community Foundations (which is most active in the Global South).



For the Global Fund for Community Foundations (GFCF), when the comparison is restricted to those areas where it works, 92.9 per cent of relevant respondents are positive and only 7.1 per cent negative.

The 2014 Atlas survey asked community foundations to name those organizations that had been particularly helpful. Between them, 179 respondents cited 135 different organizations, a list which included infrastructure organizations and funders. Respondents mentioned 13 organizations more than once. Nine of these 13 are WINGS members or network participants.¹⁶

16. The 9 WINGS members and network participants are: Community Foundations of Canada, Indiana Grantmakers Alliance, ARC Romania, Council on Foundations, Florida Philanthropic Network, CAF Russia, Philanthropy Ohio, the Global Fund for Community Foundations, and Comunalia.

Evidence of Impact of Community Philanthropy's Infrastructure

The findings we presented on page 4 in this report – on how the presence or absence of community philanthropy infrastructure organizations appears to relate to the growth of community philanthropy in different countries – represents powerful preliminary empirical evidence of impact. This section includes highlights from additional analysis conducted using *The 4 Benefits of Philanthropy Organizations – The 4Cs*, a theoretical model for the value added of infrastructure organizations, developed in the *Infrastructure in Focus: A Global Picture of Organizations Serving Philanthropy* report.

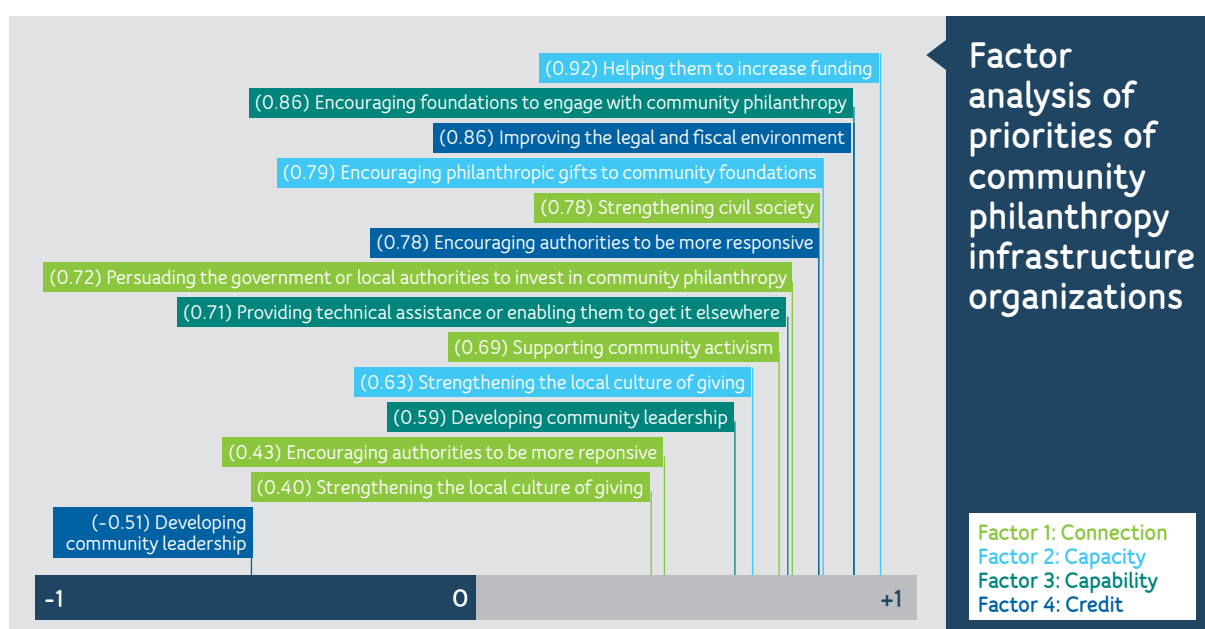
Factor analysis shows impact in the 4Cs

In the services section of this report, we shared data on the priorities of community philanthropy's infrastructure. To investigate whether the 4Cs match these priorities, we conducted a factor analysis – a statistical technique that looks at the degree to which items in a dataset can relate to different factors. We found a high degree of correspondence between the theoretical distinctions of 'the 4Cs' and the way that community philanthropy's infrastructure organizes its priorities. Translation – each priority set out by community philanthropy infrastructure organizations can, in most instances, be clearly associated with a single 'C'. Results are set out in the following table.¹⁷

For the researchers and non-researchers among us, what does this factor analysis tell us about the added value of community philanthropy's infrastructure?

The 4 Benefits of Philanthropy Organizations – The 4Cs

- **Capacity** – they build resources.
- **Capability** – they build skills knowledge and expertise.
- **Connection** – they build relationships.
- **Credit** – they build reputation, recognition and influence.



17. The numbers in the table are 'correlation coefficients'. They measure the strength of the relationship between the individual item and the general factor (on a scale where '0' is no relationship and '1' is a perfect relationship). Negative scores denote inverse relationships. Generally speaking any score of 0.3 and above is a statistically significant relationship and those of 0.7 and above can be thought as highly significant. Factor analysis always involves some interpretation and it is the combination of correlations between the items involved that define the factor.

1. **Capacity** they build resources. In the above analysis, the items that define the second factor are 'helping to increase funding', 'strengthening the culture of giving' and 'encouraging philanthropic gifts'. These items are all about money and fit neatly into a factor that is about building resources.
2. **Capability** they build skills, knowledge and expertise. The items that define the third factor are 'providing technical assistance', 'developing community leadership' and 'encouraging foundations to engage with community philanthropy'. The first two of these items clearly fits with a skills, knowledge and expertise agenda. The item on 'encouraging foundations to engage with community philanthropy' is less clear cut about having a role in building capability, but nevertheless may have some relationship to building skills and knowledge.
3. **Connection** they build relationships. The items that are most closely defining this factor are strengthening civil society and supporting community activism, both of which involve building relationships. The item 'persuading the government or local authorities to invest in community philanthropy', not only has a capacity dimension to it but involves the development of new relationships.
4. **Credit** they build reputation, recognition and influence. The two key items here are 'improving the legal and fiscal environment' and 'encouraging authorities to be more responsive. Both of these items are clearly about improving the recognition for community philanthropy.¹⁸

This analysis, although provisional, gives some empirical support to the idea that infrastructure organizations help community philanthropy improve its capacity, capability, connections, and credit.

Infrastructure in action – case studies using the 4Cs as a framework

To deepen the evidence base of impact using the 4Cs framework, we solicited case studies from WINGS members and network participants that support community philanthropy.¹⁹ Without even asking organizations to describe their work in terms of the 4Cs, we discovered that this framework helps illuminate their value and effectiveness. Depending on the case's strategy and goals they fit into 2 or more categories described in the 4Cs framework.

More than anything, these studies help make the case that this 4Cs framework could become a valuable evaluation construct: one that uses common criteria while acknowledging that contexts are always going to be different in different places in the world.

^{18.} Credit is used here in its positive connotation of building collective legitimacy for advocacy and other purposes. It does not denote "taking credit" away from other partners or associates.

^{19.} The case studies listed on the following pages were those that we had in hand when this report went to print. As outlined in the Next Steps section of this report, we recommend collecting more, deepening our analysis using the 4Cs framework.

Association for Community Relations

Background

Pioneer in supporting resource mobilization for the benefit of communities in Romania since 2002. ARC builds relationships between non-profit organizations, companies and citizens, so they can work together and support each other.

Strategy

Started pilot in 2005 to promote community foundations (CF) concept and explore interest of local communities in setting up a CF.

Capacity	Capability	Connections	Credit
<ul style="list-style-type: none">■ By 2008, supported emergence of 2 CFs, as well as others in development■ Along with existing foundations, created 2009-2018 vision and strategy (now through 2019) to develop a community philanthropy movement■ ARC supporting some operational costs in 1st years of activity of CF initiative groups and young CFs■ Providing the Federation of Community Foundations in Romania (FCFR) with financial support and consultancy frameworks■ ARC supporting advocacy initiatives with a positive impact on CF development	<ul style="list-style-type: none">■ Vision and strategy brought complementary expertise and resources of implementing partners and donors■ ARC facilitating shared learning at the movement level■ ARC assisting in documentation and communication of CF results and practices■ ARC assisting FCFR and its members to develop quality practices, innovation, and sustainability	<ul style="list-style-type: none">■ Built cooperation framework for 2009-2013 with 2 other implementing partners and 3 donors■ Emerging CFs building commonly agreed principles and standards for their work■ CFs joining together in common vision	<ul style="list-style-type: none">■ In 2012, the FCFR emerged and became a strategic partner■ Domestic corporate philanthropy and international private foundations supporting these efforts

Outcomes

- 12 CFs created since 2008 now cover 35% of Romanian population
 - Collectively invested \$1.17 million through grants, scholarship, and urban renovation projects
 - Grant areas included: education, public and community spaces, health, social inclusion, culture, and environmental protection
- Now working with 4 new communities to set up CF in their region – with Raiffeisen Bank, Romanian-American Foundation and C.S. Mott Foundation support
- By 2015, expect network to increase to 15-16 CFs – covering 8 of top 10 cities and around 45% of Romanian population
- By 2019, expect network to increase to 20 CFs – covering at least 50% of the entire population of Romania

Centre Français des Fondations

Background

The leading membership association for endowment funds and foundations in France, with over 250 members. Founded in 2002, CFF provides a framework for shared learning, exploring matters of common concern, and achieving good practice in grantmaking, evaluation, accounting, innovation, governance, human resources, communications, investment policy, transparency, accountability, new trends of philanthropy, social entrepreneurship, venture philanthropy, etc.

Strategy

Since 2008, promotes community philanthropy concept through seminars and peer learning.

Capacity	Capability	Connections	Credit
<ul style="list-style-type: none">■ N/A	<ul style="list-style-type: none">■ In 2008, CFF initiated a series of seminars promoting introduction of community philanthropy in France – adapted concept using term “fondations territoriales” (better connotation in France to act as catalyst bringing together various actors around a common interest for the development of their territory)■ CFF also organized a technical visit to Canada, where the community philanthropy model is well developed■ Additional seminars conducted	<ul style="list-style-type: none">■ 1st seminar held in collaboration with Foundation of Lille, which is particularly involved in connecting with local roots of philanthropy■ Other local leaders and specialists from France and other countries participating in additional gatherings■ Seminar brought together different players in the development of community philanthropy in Europe, as well as international stakeholders	<ul style="list-style-type: none">■ N/A

Outcomes

- Concept paper developed which contextualizes community philanthropy and demonstrates its vitality
- Now regular gatherings of local leadership and specialists from France and other countries are underway to discuss topics such as current situation and prospects for community philanthropy, support for local associations, the role of communities in the development of public policy, community foundations as mediators and catalysts for different initiatives and actors, and how the field developed in different countries

CAF Russia

Background

The Charities Aid Foundation (CAF) is a leading international not-for-profit organization that works to make giving more effective and charities more successful. Originated in the United Kingdom, its network currently reaches 9 countries. CAF Russia opened in 1993 and has since implemented over 300 initiatives to address social problems in the country. CAF Russia acts as a consulting and analysis center to evaluate the current state of the community philanthropy model, to identify prospects for its development, and to facilitate interaction among community foundations on various levels.

Strategy

Supported field development through Community Foundation Alliances.

Capacity	Capability	Connections	Credit
<ul style="list-style-type: none">■ Supported new development models for community philanthropy■ Research in Perm Krai, started by the Sodeistvie Foundation (one of its members), with research consulting support from CAF Russia, has resulted in a Social Potential Map of the region – pioneer research that soon garnered the interest of other Russian regions■ Hierarchical maps created of regional needs and resources allow organizations to better understand the communities and improve resource allocation. They have potential to be a tool for the engagement of local businesses in solving community problems	<ul style="list-style-type: none">■ Improve communication among foundations on regional and interregional levels■ Enable peer exchange as a way to share and replicate best practices■ Strengthen community foundations in remote areas■ Since 2011, worked as consultant with the Sodeistvie Foundation to develop new research tools that assess the problems, potential and opportunities of rural territories – research identified the most acute community issues, potential points of growth for civic activism, and community leadership	<ul style="list-style-type: none">■ Development of Alliances at the center of its strategy for the advancement of community philanthropy in Russia■ 10 sustainable community foundations have established strong connections with each other, and help support new organizations■ Community Foundation Alliances between organizations forming horizontal connections within communities and between regions	<ul style="list-style-type: none">■ Use of tools and technology to assess local needs increases trust in community foundations, as it shows their high level of professionalism and expertise

Outcomes

- CAF Russia's Community Foundations (CF) Program has supported the development of strong community foundations and leaderships, resulting in a well-developed community philanthropy network in the country.
- Currently 6 Alliances exist in Russia. One – the Perm Krai Community Foundation Alliance – has been registered as a legal entity and has become the experimental ground for the development of rural community foundations in Russia.
- Hierarchical map of regional needs created.

Association of German Foundations

Background

The Association of German Foundations, with over 3,900 members, is the largest and oldest foundation association in Europe, founded in 1948. It helps ensure that German foundations are able to effectively carry out their activities by advocating for a friendly legal and fiscal environment for giving, and building relationships with the media and government authorities. Other services provided by the Association include peer-to-to exchanges and networking, a database of foundations and publications, individual counseling for members, and training and information services, with a tailored support for information management.

Strategy

Since 2012, has been developing a management software for community foundations to address a common problem faced by them: how to manage information, such as keeping contacts and donors' information updated and easily accessible, tracking budgets and donations, and managing different projects. Information management can be a daunting task, especially when financial and human resources are scarce.

Capacity

- Community foundations of Braunschweig, Hamburg and Hannover, in cooperation with the Association of German Foundations and the software company Zetcom, developed Foundation Plus, a professional software to increase efficiency of community foundations
- The Association of German Foundations, along with the Community Foundation Braunschweig, made initial investment for the software's development

Capability

- Foundation Plus focuses on making a user-friendly tool to facilitate and standardize different management processes included in different modules, including: documentation and management of projects and proposals; contact management; meetings organization; donations and grants management; financial planning; events (such as conferences and fundraisers) organization; documents and images storage; and a task manager

Connections

- As a software made by community foundations for community foundations, the development process was inclusive and ideas shared in workshops were tested and implemented

Credit

- Professionalizing the sector can help build trust and recognition from actors within and outside the philanthropy sector

Outcomes

- Launched in April 2014, the software is being used by 2 community foundations, and 4 others have ordered it. By recognizing the differences, but also finding common denominators and priorities for community foundations, the software was able to expand its services to other types of foundations – 3 have ordered it – a contribution of community philanthropy to the field.

Community Foundations of Canada

Background

Community Foundations of Canada (CFC) is the national membership organization for the country's community foundations. Established in 1992, the organization represents over 190 community foundations with a mission to build stronger communities by enhancing the philanthropic leadership of community foundations. CFC offers a wide range of services to strengthen the community philanthropy movement in Canada, and its programs have been emulated by organizations interested in developing and improving the sector in different countries.

Strategy

Collects data for Vital Signs, a 10-plus year old program which uses data to perform annual "check-ups", reports measuring the vitality of communities in Canada. The program assesses quality of life issues (health, environment, education, etc.) as well as the needs and strengths of communities. Rationale: over the past decade the use of data has become an essential tool in different sectors of society to inform decision-making processes and improve outcomes. Life in communities is no different – information about basic needs and quality of life can help communities set priorities and identify opportunities. In spite of the benefits good data can bring, few organizations take advantage of them, as the collection of reliable and comparable data can be a daunting task.

Capacity

- By gathering and publishing this kind of information, Vital Signs helps community foundations leaderships focus their work and improve their grantmaking, and also informs policy changes and social planning
- The reports generate discussions on priorities and challenges, allowing for more effective interventions

Capability

- Every year CFC collects data on behalf of community foundations based on a common set of indicators that include information about key socio-economic areas, such as sustenance, health care, environment, employment, housing and safety, among others
- Local reports produced draw a picture of communities and inform the production of national reports

Connections

- National reports link data from across Canada and also focus on topics identified as critical across communities – the 1st issue-specific national report was on youth and the 2nd on food
- 49 CFs are now involved, and other countries exploring replication of the Vital Signs approach

Credit

- Success has led CFs in 6-plus other countries to consider ways to replicate the Vital Signs approach

Outcomes

- Created in 2001 by the Toronto Community Foundation, Vital Signs became a national program in 2006, and now involves 49 community foundations that produce local reports on the state of their communities and/or act on the finding of previous reports. National reports now also focus on cross-cutting issues facing communities. The success of Vital Signs in Canada has encouraged CFs in other countries (Australia, Brazil, Bosnia and Herzegovina, Ireland, United Kingdom, and United States) to produce their own reports.

Global Fund For Community Foundations

Background

The Global Fund for Community Foundations (GFCF) is a grassroots grantmaker that promotes and supports institutions of community philanthropy around the world, with a particular focus on the global south and the emerging economies of Central and Eastern Europe. Through small grants, technical support and networking, GFCF helps these local institutions to strengthen and grow so that they can fulfil their potential as vehicles for local development and as part of the infrastructure for sustainable development, poverty alleviation and citizen participation.

Strategy

In 2013 Barbara Klugman and Mark Turpin completed an external review, providing a snapshot of the work and achievements of GFCF. They examined 24 end of year grant reports drawn from the cohort of 2011 grantees – the 24 reports produced 74 actual outcomes. The examples below were taken from the report.

Capacity

- Increased capacity to work in participatory and inclusive ways: Young volunteers of Dalia Association mobilized through the Tamra Youth Forum in the Lower Galilee to involve poor families, housewives and young people in production of food and marketing it locally, on destroyed lands

Connections

- Increased legitimacy to perform a convening role: On 10 Dec 2011 a young man conducted a community initiative on constitutional democracy for Human Rights day with children and youth in Khayelitsha using experience he had gained in CDF Western Cape activities

Capability

- Effective mobilization of diverse local and international resources: Over \$15,000 in Arkhangelsk was raised through 'Charity Marathon' projects run by 90 young leaders & over 30 civil society, business, media and government organisations reaching 10,000 members of the public to raise private donations

Credit

- Grant making that increases community empowerment and local decision-making, corresponded with 16 outcomes that illustrate building the trust of community leadership including local authorities and business: On 9 November 2011 the Cahul mayor approved CF Cahul Youth Council's plans for 2012 as the result of strengthened relations between the council and policy makers through the activities of 2011

Outcomes

- The examples above represent tangible outcomes that can be achieved by supporting community philanthropy. They also reveal the effectiveness of promoting community philanthropy among groups that do not, or not yet, see themselves as foundations, but are nevertheless able to generate and draw up on community assets. Finally, by looking into the outcomes of organizations supported by GFCF, the organization could assess challenges and opportunities for its future.

Next Steps to Strengthen the Infrastructure Serving Community Philanthropy

This report shares a number of ways infrastructure organizations help amplify community philanthropy's effectiveness. But we know much more work is needed to ensure that community philanthropy organizations around the world have the support they need to emerge and thrive as a vibrant field.

In the earlier *Infrastructure in Focus* report, we identified recommendations for how WINGS members and network participants could work together to develop the field, these fell into four areas: improve data collection, update practice, assess impact, and communicate value. They also apply here, however we also suggest additional recommended next steps that build capacity across the community philanthropy infrastructure.

1. Address patchiness of community philanthropy infrastructure

This report substantiates how the presence of infrastructure can make a difference to the growth of community philanthropy. It also shows how some parts of the world – most notably the Global South – are poorly served.

Suggested Next Steps in 2014–15

- Develop a clearer picture of gaps (taking a special look at regions experiencing recent growth, including Latin American and the Arab Region)
- Engage WINGS members to determine where existing infrastructure can extend support and where new organizations may need to be formed
- Support emerging philanthropy infrastructure by inviting organizations to join the WINGS community

Questions:

- How can we develop infrastructure in places where there is none?
- Where does it make sense to build on current infrastructure capacity? Create new infrastructure?
- What strategies can help us with outreach to emerging community foundations, as well as newer forms of community philanthropy?

2. Pioneer use of 4Cs to measure effectiveness of community philanthropy's infrastructure

This report provided some validation – using both statistical methods like factor analysis and qualitative methods like case studies – for the development of measurement indicators based on the 4Cs. Community philanthropy's infrastructure organizations could benefit from the development of assessment methods that increase their capacity and capability to measure their own effectiveness and demonstrate impact to others, including funders. Reporting on assessment findings helps the field develop a common language about how it measures its own success.

Suggested Next Steps in 2014-15

- Develop a peer learning program for WINGS community philanthropy infrastructure organizations interested in using the 4Cs as a way to track their progress longitudinally (start with 1 year of tracking). This will test the framework on the field, helping further shape and improve it.
- Consider other evaluation methods beyond case studies, using the 4Cs framework
- Create a study circle that helps organizations develop common indicators, plans for monitoring and evaluation, and review of early findings with the support of their colleagues.
- WINGS staff will support this process and write up the experience as a pilot.

Questions:

- How do we encourage diverse participation of community philanthropy organizations to increase buy-in and ensure that the process, methods, and findings serve the breadth of this infrastructure?
- If we undertake additional methods beyond case studies, what are the criteria for determining the best methods? What criteria should we use to select the researchers involved? Who determines these?
- What should be our communications approach to report out findings so that they benefit community philanthropy infrastructure organizations and those that support and resource them?

Annexes

Annex A: Working Group

- [Alina Porumb](#) – Association for Community Relations
- [Avila Kilmurray](#) – Global Fund for Community Foundations
- [Anderson Giovanni da Silva](#) – ICom/Ibero-American Network of Community Foundations
- [Barry Knight](#) – CENTRIS
- [Daria Teutonico](#) – Council on Foundations
- [Jane Humphries](#) – Community Foundations of Canada
- [Rosa Gallego](#) – Association of Spanish Foundations/DAFNE
- [Tina Thiart](#) – Southern African Community Grantmakers Leadership Forum

Annex B: Survey respondents

1. [Anderson Giovanni da Silva](#)
Ibero-American Network of Community Foundations
2. [Aneta Kapel](#)
Academy for the Development of Philanthropy in Poland
3. [Anke Pättsch](#)
Bundesverband Deutscher Stiftungen (Association of German Foundations)
4. [Ansis Berzins](#)
Community Foundation Movement in Latvia
5. [Atallah Kuttub](#)
SAANED
6. [Bernadette Hellmann](#)
Aktive Bürgerschaft
7. [Boris Strecansky](#)
Center for Philanthropy n.o.
8. [Boris Tsirulnikov](#)
Community Foundation Partnership
9. [Catherine Mwendwa](#)
East Africa Association of Grantmakers
10. [Daniela Dimitrova](#)
Association of Community Foundations in Bulgaria (ACFB)
11. [Daria Teutonico](#)
Council on Foundations
12. [Donnell Mersereau](#)
Florida Philanthropic Network
13. [Enrico Montefiori](#)
ASSIFERO
14. [Graciela Hopstein](#)
Rede de Fundos Independentes para a Justiça Social (Network of Independent Funds for Social Justice)
15. [Haneen Khatib](#)
Arab Foundations Forum
16. [Iwona Olkowicz](#)
Academy for the Development of Philanthropy in Poland
17. [Jane Humphries](#)
Community Foundations of Canada
18. [Joyce Teo](#)
Community Foundation of Singapore
19. [Klara Splichalova](#)
Czech Donors Forum
20. [Larisa Avrorina](#)
Charities Aid Foundation (CAF) Russia
21. [Laura Karban](#)
UKCF
22. [Lourdes Sanz](#)
CEMEFI
23. [Mario Curveira Santos](#)
Centro Português de Fundações (Portuguese Foundation Centre)
24. [Melvin Chibole](#)
Kenya Community Development Foundation
25. [Mihaela Giurgiu](#)
Association for Community Relations
26. [Muhammad Mansoor Sarwar](#)
Pakistan Centre for Philanthropy
27. [Nathalie Wierre](#)
French Foundation Center
28. [Noshir H. Dadrawala](#)
Centre for Advancement of Philanthropy
29. [Oman Jiao](#)
Association of Foundations Philippines Inc.
30. [Sevda Kilicalp](#)
TUSEV
31. [Simona Cristina Șerban](#)
Romanian Federation of Community Foundations
32. [Sonika Bakshi](#)
Charities Aid Foundation (CAF) India
33. [Talaya Grimes](#)
Africa Grantmakers' Affinity Group
34. [Wendy Richardson](#)
Global Fund for Community Foundations

Annex C: List of 61 WINGS member organizations and network participants working with community philanthropy by country

Brazil IANCF Ibero-American Network of Community Foundations Rede de Fundos Independentes para a Justiça Social (Network of Independent Funds for Social Justice)	Mexico CEMEFI – Centro Mexicano para la Filantropía Comunalía – Alianza de Fundaciones Comunitarias de Mexico	United Kingdom UK Community Foundations
Bulgaria Association of Community Foundations in Bulgaria CAF Bulgaria – Charities Aid Foundation	Netherlands Association of Foundations in the Netherlands	United States Africa Grantmakers Affinity Group (AGAG) AGM – Associated Grantmakers Association of Baltimore Area Grantmakers Conference of Southwest Foundations Connecticut Council for Philanthropy Council of Michigan Foundations Council on Foundations – COF Florida Philanthropic Network Funders Concerned About AIDS Indiana Grantmakers Alliance International Funders for Indigenous Peoples (IFIP) Maine Philanthropy Center Minnesota Council on Foundations North Carolina Network of Grantmakers Northern California Grantmakers Philanthropy New York Philanthropy Ohio Southeastern Council of Foundations Washington Regional Association of Grantmakers
Canada Community Foundations of Canada (CFC)	Pakistan Pakistan Centre for Philanthropy (PCP)	
Czech Republic Czech Donors Forum	Philippines Association of Foundations	
France Centre Français des Fondations	Poland Academy for the Development of Philanthropy in Poland Federation of Polish Community Foundations	
Germany Aktive Bürgerschaft e.V. (Active Citizenship) Bundesverband Deutscher Stiftungen e.V. (Association of German Foundations) Initiative Bürgerstiftungen	Portugal Centro Português de Fundações (Portuguese Foundation Centre)	
India CAF India – Charities Aid Foundation Centre for the Advancement of Philanthropy Sampradaan – Indian Centre for Philanthropy	Romania Association for Community Relations Romanian Federation of Community Foundations	
Ireland Philanthropy Ireland	Russia CAF Russia – Charities Aid Foundation Community Foundation Partnership Russian Donors Forum	
Italy Assifero – Associazione Italiana Fondazioni e Enti di Erogazione	Singapore Community Foundation of Singapore	
Jordan Arab Foundations Forum (AFF) SAANED for Philanthropy Advisory in the Arab Region	Slovak Republic Association of Slovak Community Foundations Centrum pre filantropiu n.o. (Center for Philanthropy) Slovak Donors Forum	
Kenya EAAG – East Africa Association of Grantmakers Kenya Community Development Foundation (KCDF)	South Africa AGN – African Grantmakers Network Global Fund for Community Foundations Southern African Community Grantmakers Leadership Forum (SACGLF)	
Latvia Community Foundation Movement in Latvia	Turkey TUSEV – Third Sector Foundation of Turkey	

Legend
 Dues paying members and network participants

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